

SECRET
Personnel
4 MAY 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : John N. McMahon
Associate Deputy Director for Administration

SUBJECT : Thoughts for LOI's

1. As now scheduled, the formation of LOI's for Office Directors will follow on the heels of the office objectives preparation. Granted this is a chicken and egg proposition but there may be some merit in issuing your LOI's to Office Directors prior to their formation of office objectives. Our present schedule has the office objectives due in here by Summer in order to be implemented by Fiscal 77 following the Transition Quarter. In addition to the timing I think there are some high points which you might want to factor into the LOI's. They go as follows:

LOGISTICS

You now have under way a program to stimulate Agency management attention re our procurement and contracting efforts. There is something, however, Logistics itself can do in tightening up our contracts, particularly as they deal with R&D projects. The contracting officers should take a more aggressive attitude in assuring that the Government has air tight contracts. If we ever get in a position where we cannot identify the required specifications for a program (as we did with the first Ampex contract) before launching it, then the contract should be written which will permit the evolution of specifications consistent with dollar payments on an incremental basis. The contracting officers also should ensure that they infuse themselves into the process of monitoring the contract so that they can be in a constant position to protect our investment without falling victim to the enthusiasm of the program office.

FINANCE

Finance has made considerable progress in devising procedures which will reduce the number of over payments caused by our unique situations of cover salaries. I believe more progress can be made in this area and I suggest that Yale be gigged to continue to develop procedures which will tend to obviate over payments through our cover organizations.

OJCS

By LOI time the jury on the Rapid Program should have been in. If it is a go proposition then I suggest that it is important enough to warrant a specific LOI from you to Danny May. Again, it will be most essential that we have hard and firm but not cadillac specifications. Our project team should deal not only with the software development problem but also keep an eye on the financial viability of AUTOLOGIC. In pursuit of your campaign on MAP I think it is worthy of an LOI to May to ensure that the MAP software development be timely and well coordinated throughout OJCS. Another item which should remain consistently in the forefront of OJCS planning is the efficiency of our operating software systems and whether or not we are evolving them in the direction that makes sense. Danny May presently has in his mind the formulation of a planning team within OJCS to worry about the future of our software systems. I think such an effort would be money well spent. The complexities OJCS has reached in our operating programs suggest that such a planning effort is essential.

PERSONNEL

My views on PMCD and what is happening there is well known to you. Hopefully by the time an LOI is written decentralization of the PMCD effort will have been decided. If that be the case the LOI should take the form of tasking Janney to monitor the decentralized effort to ensure that desired standards and criteria Agency-wide are enforced.

STATINTL

The comments [redacted] the other day suggests that the door is open to "new horizons" in personnel management. I well appreciate that you don't change personnel policy with a wave of a wand, but maybe his attitude is suggesting that we are flogging a dead horse with APP etc., and it might be wise to think anew. Another item which we should take a look at is whether or not our present personnel standards regarding suitability should be reaffirmed.

COMMO

It makes sense for Commo and OJCS to remain very close in their systems planning and implementation. It will be interesting to follow how Commo develops its rationale for handling the maintenance of the automatic field terminals. Our present philosophy is the reduction of personnel required in the message networks through automation. Concomitant with that philosophy is the approach that maintenance will be handled by TDY flying squads. Just how effective and efficient this program will be requires watching.

SECURITY

With the phase out of the Vietnamese War we may have become lax re our policy of marriage to aliens. We presently have turned away from the former ground rules that no close relatives reside in Communist controlled countries. We either should erase that policy from the books or let it be known that we are going back to a more stringent application of our present regulations.

ISAS

Particular emphasis should be placed on the development and execution of a records retention program in consonance with the National Archives review provisions. ISAS will have to write the proper procedures and establish a monitoring process to permit the Agency to be compliant with applicable laws and regulations. ISAS should also keep the impetus in back of the micrographics program to ensure that the Agency maintains a consistent and coordinated approach to micrographics.

Nothing of wisdom for OMS and OTR.

[Redacted Signature]

John N. McMahon

STATINTL

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Thoughts for LOI's

FROM: John N. McMahon
ADDA

EXTENSION

NO.

DATE

4 MAY 1976

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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Mr. Blake

Seen

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Registry

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